

# Staffing Committee Minutes

## Brevard Healthcare Workforce Consortium

April 3, 2017, 2:00 – 4:00 p.m.

### **Attendees**

Anita Stremmel (Department of Health – Brevard), Kara Anderson (Simplifying Senior Living), Dr. Frances Iacobellis (UCF – College of Nursing) via conference call, Lisa Turner (Wuesthoff Health System) via conference call, Dr. Murielle Pamphile (Keiser University), Teri Robotti (PSA Healthcare – Melbourne) via conference call, Sheryl Cost (CareerSource Brevard), Michelle Jones (CareerSource Brevard), and Carol Macrander (CareerSource Brevard).

### **Not In Attendance**

Debbie Holland (Health First Center for Learning), Heidi Kuchenbacker (Hibiscus Court), Jeff Arnott (Brevard Public Schools – Adult Education), Debra Wallace (Vista manor), Gail Kroen (Wuesthoff Health System), Joe or Amarilis Gitto (BrightStar Care), Derek Canary, and Christine Hoffner (Solaris Healthcare Merritt Island).

### **Order of Business**

#### **Roll Call and Introductions**

#### **Action Plan Development**

1. Issue: A robust pipeline of new and experienced Homemaker Companions, Home Health Aides, CNAs and LPNs for Employers
  - a. Draft vacancy benchmark questions were reviewed. Some verbiage changes were recommended and additional questions were added. See revised draft attached.
  - b. Report out by Carol on meetings with BPS-CTE CNA students. As of April 3<sup>rd</sup>, Carol has met with a class at Melbourne High and has a meeting scheduled with a class at Titusville High on April 4<sup>th</sup>. Due to testing schedules for students additional meetings will be held after April 25<sup>th</sup>. Once all meetings have been conducted, Carol will submit a report to the Committee for review and action development.
  - c. The job shadowing/volunteer survey was finalized. No revisions were recommended. The Education, Training and Technology Committee is also reviewing.
  - d. Report out by Carol on Education, Training and Technology Career Map efforts. Carol reported that the Education, Training and Technology

Committee reviewed the recommended career ladder by the Staffing Committee. The Education, Training and Technology Committee agreed that it was a good model and is exploring development of a web-based interactive career map.

- e. Updated. Further development of implementation plan was tabled until after results of Vacancy Benchmark Survey and Job Shadow/Volunteer Opportunity Survey are received.
2. Issue: Recruitment and retention of experienced nurses
    - a. Updated. Further development of implementation plan was tabled until after results of Vacancy Benchmark Survey and Job Shadow/Volunteer Opportunity Survey are received.
  3. Issue: Recruitment and retention of new-to-practice nurses
    - a. This issue has been added to the action plan. It was decided by the committee that strategies and implementation plan may vary between experienced and new-to-practice nurses.
    - b. More development is required.

### **Discussion Items**

- Recommendations to the Consortium
  - Draft recommendations were reviewed, modified per Committee Recommendation and finalized. See revised “Recommendation from the Staffing Committee to the Brevard Healthcare Workforce Consortium” document attached. Please note that the Education, Training and Technology Committee is also planning to recommend the completion of the Job Shadowing/Volunteer Opportunity Survey as results may inform their action plan as well.
  - Copies of the finalized surveys will be available at the Consortium to gain buy-in prior to electronic distribution.
- A brief overview of the Committee’s work will be provided at the Consortium. Dr. Iacobellis volunteered to present. Carol and Dr. Iacobellis will meet on April 12<sup>th</sup> to develop the presentation.

### **Identify Next Steps for the Committee**

- **All Committee Members** - Please review the revised Draft Vacancy Benchmark Survey that will be distributed with these minutes and provide any additional recommendations by close of business on April 13<sup>th</sup> as this survey will be introduced at the April 25<sup>th</sup> Consortium
- The Committee will meet again no later than July 15<sup>th</sup>, 2017. If items require action prior to receipt of survey results, a meeting may be called for May or June

## **STAFFING COMMITTEE ACTION PLAN**

**April 3, 2017**

1. Issue: **Recruitment and retention of Homemaker Companions, Home Health Aides, Certified Nursing Assistants and Practical Nurses**
  - a. Desired Outcome: **A robust pipeline of new and experienced LPNs and CNAs, HHAs and Homemaker Companions for employers**
  - b. Performance Measures:
    - i. **Increased awareness among healthcare providers and educational institutions regarding employer needs and education program output**
    - ii. **Partnerships built among employers, educational partners, workforce and other stakeholders to facilitate talent development and maximize current available talent**
    - iii. **Provision of current vacancy data by employers**
    - iv. **Reduction of vacancies**
    - v. **Reduction of business lost due to staffing limitations**
  - c. Anticipated Obstacles
    - i. **Filling part-time needs**
      1. **Low Pay**
      2. **No benefits**
    - ii. **Low Pay in some settings**
  - d. Strategies:
    - i. **Market to end of career LPNs to step into part-time LPN roles**
    - ii. **Design a campaign around the value of and need for Homemaker Companions, Home Health Aides, CNAs and LPNs**
      1. **Meet with current CNA students at BPS to ask questions about their perceptions of CNA work and what would appeal to them in an advertising campaign**
        - a. **Meetings in process as of April 3, 2017. Completion anticipated by mid-May.**
      2. **Explore meeting with former or current adult students in local educational programs regarding their perceptions of current employment in these fields and what would appeal to them in an advertising campaign**

- a. Dr. Pamphile is reviewing questions for relevancy to adult students.
    3. An appreciation dinner funded through sponsorships was suggested to boost current workforce morale and to highlight the value of these employees
    4. YouTube videos of high performing employees in these roles and why they love what they do were recommended
      - a. Boost current employee morale through recognition
      - b. Provide straight from the heart testimonials
    5. YouTube videos of clients highlighting the value of their caregivers was recommended
  - iii. Educate school counselors about local employment needs, local training programs and potential career ladders
    1. The Education, Training and Technology Committee is exploring development of a web-based, interactive career map.
  - iv. Explore integration of information in educational curriculum about different settings (skilled nursing, assisted living, home care) as well as internships/clinicals for LPNs and CNAs in assisted living and Nursing Home settings (out of hospitals since very few are used there)
    1. This was addressed in the Education, Training and Technology Committee (See Meeting Minutes from 3/13/17)
    2. Regulations Committee has been tasked with putting together a recommendation to change Dept. of Ed and Board of Nursing clinical location requirements for LPNs to more accurately reflect current work settings and duties
  - v. Send a survey to Consortium participants asking if their facilities allow job shadowing and/or volunteering
    1. Survey was developed and reviewed during 3/13/17 meeting and suggested changes were recommended
    2. Survey was revised per Committee guidance and brought for final review at the 4/3/17 Meeting
    3. Survey will be introduced to the Consortium on 4/25/17
    4. Survey will be converted into electronic format. Estimated Completion 1<sup>st</sup> week of May.

5. Survey results will be received within 4 weeks of dissemination.
  6. Survey results will be compiled and presented to the Staffing Committee at the next scheduled meeting after results are received.
- vi. Educate middle through high school students regarding opportunities for CNA and LPN employment
1. Career Fairs
    - a. UCF – Cocoa puts on an event for Cocoa High that includes stations for different occupations where students can interact with current students and faculty and ask questions. May be a replicable model for other educational institutions with other middle or high schools
  2. Collateral (targeted to students, parents, educators and guidance counselors)
  3. Job Shadowing
  4. Volunteer Opportunities
  5. Career Ladders
  6. The Education, Training and Technology Committee is exploring development of a web-based, interactive career map.
- vii. Research how many LPN and CNA local graduates and how many are actually planning to practice in the field vs. go on for additional training (RN/BSN) immediately
1. According to Carol Watson at Harris-Casel – 80% of LPN graduates continue immediately into RN program.
  2. Survey will be disseminated to BPS Healthcare CTE students in mid-April.
- viii. Find grant funding to pay CNAs while they attend LPN and/or RN programs or flex schedules that allow students to work while going to school
- ix. Upskill current workforce
1. Offer hybrid on-line and classroom program for CNA to LPN
- x. Explore viability of offering LPN training during High School

1. According to BPS-CTE LPN training during High School is not practical due to length of program and age requirements
  - xi. Offer CNA and LPN training through Adult Ed programs
    1. According to BPS – Adult Education there is exploration of co-offering CNA and LPN Training at the same time adult students are studying for GED.
  - xii. Market to homemakers re-entering the workforce
  - xiii. Job Shadowing for prospective candidates prior to training to ensure a more complete understanding of role and duties
  - xiv. Interview exiting personnel to identify trends and make adjustments
  - xv. Offer retention bonuses
  - xvi. Survey BPS students in Healthcare programs to gain insight regarding future plans
    1. Survey tool reviewed. No revision required.
    2. BPS will send out survey in mid-April and will report on results when available
- e. Implementation Plan with Timeline:
- i. Vacancy Benchmarks
    1. Carol will draft Vacancy Benchmarks Survey by April 3<sup>rd</sup> for Committee review
    2. Committee reviewed and recommended revisions on April 3<sup>rd</sup>
    3. Carol will disseminate revisions with minutes no later than April 7<sup>th</sup>
    4. Committee will review and make any final recommendations by close of business on April 13<sup>th</sup>
    5. Carol will disseminate any final changes by April 19<sup>th</sup>
    6. Survey will be introduced and completion recommended to Consortium on April 25<sup>th</sup>
    7. Survey will be converted into electronic format by mid-may
    8. Electronic format anticipated for dissemination by early-June
    9. Receipt of and compilation of results anticipated by early-July

10. Presented to committee at the next scheduled committee meeting after receipt of results
        - ii. Branding campaign
          1. Janice Scholz is facilitating meetings for Carol with Healthcare CTE classes. Meetings began on April 3<sup>rd</sup> and are estimated for completion in early May
          2. Carol will compile responses and present to the Committee at the next scheduled meeting after conducting the class interviews.
        - iii. Job Shadowing/Volunteer Survey
          1. Finalized by Committee on April 3<sup>rd</sup>
          2. Will be finalized by Education, Training and Technology Committee on April 5<sup>th</sup>
          3. Joint introduction and recommendation to the Consortium on April 25<sup>th</sup>
          4. Conversion to electronic format and dissemination estimated for early May
          5. Results estimated to be received and compiled by early June
          6. Presented to committee at the next scheduled committee meeting after receipt of results
        - iv. Career Map
          1. Transferred to Education, Training and Technology Committee for development
2. Issue: **Recruitment and retention of experienced nurses (RNs and BSNs)**
  - a. Desired Outcome: **A robust pipeline of experienced nurses focusing on those with specialty experience**
  - b. Performance Measures:
    - i. **Reduction in RN/BSN vacancies**
  - c. Anticipated Obstacles
    - i. **Retirements**
    - ii. **Nurses can make more in a traveling nurse role**
    - iii. **Difficulty in moving nurses in critical specialty roles into less strenuous positions**
    - iv. **Expense of obtaining BSN**
    - v. **Difficulty in working while obtaining BSN**
    - vi. **Identifying inactive nurses and how to reach them**

d. Strategies:

- i. **Market RN refresher courses to individuals whose licenses may be inactive (Maybe a “we need you” campaign)**
- ii. **Extend careers**
  1. **Offer part-time employment**
  2. **Offer varying shift lengths (4, 6, 8, 10, 12 hours)**
  3. **Offer flexible schedules to those working toward BSN**
  4. **Move into other less strenuous employment such as case management and combine with mentorship of less experienced nurses**
  5. **Provide pay experience differentials for those in high-demand specialty roles**
  6. **Recommendations from the Regulations Committee**
    - a. **The Committee recommends that employers pay nurses placed on-call their regular hourly wage due to the nature of personal impact of on-call status. Although this is not required by law, this course of action would increase nurse morale and ensure that staff are ready and available if others call in sick or there is an influx of unexpected patients.**
    - b. **The Committee recommends that employers involve employees in the development of staffing plans to work towards instituting a work week of a maximum of 40 hours comprised of day shifts of 8 or 10 hours and evening shifts of no more than 8 hours as recommended by the National Institute of Occupational Safety and Health Nurse Training Program.**
      - i. **This work could also include the following**
        1. **Shift coverage to account for ill staff**
        2. **Technology upgrades to support positive and healthy staff ergonomics**
        3. **Retention packages**
- iii. **Increase the number of seats in nursing programs**
  1. **Increase number of faculty for BSN programs**
    - a. **Pay issue – Faculty makes less than practicing nurses**



- e. Implementation Plan with Timeline:
  - i. **See item 1.e.i. Vacancy Benchmarks**
- 3. Issue: **Recruitment and retention of new-to-practice Registered Nurses**
  - a. **Item needs development**